Looking Forward to 2017

Strategic Plan

2014 - 2017

Newfoundland
Labrador

Child, Youth and Family Services

Message from the Minister

As Minister responsible for the Department of Child, Youth and Family Services, I am pleased to present the department's strategic plan for the period April 1, 2014–March 31, 2017. This plan outlines the directions and priorities for the Department of Child, Youth and Family Services for the next three years.

Never before has there been a provincial department dedicated solely to children, youth and their families. With the creation of the Department of Child, Youth and Family Services in 2009, government has taken the first step towards a major transformation and revitalization of programs and services for children, youth and their families. As part of this revitalization, the Department of Child, Youth and Family Services was part of government's restructuring on September 30, 2014 which saw, among other innovative changes, responsibility for regulated child care services and family resource centres transition to the new Department of Education and Early Childhood Development. This change has allowed the Department of Child, Youth and Family Services to direct its resources to protecting and promoting the wellbeing of children, youth and families in the province, and to focus specifically on its child protection mandate. Furthermore, the transition of responsibility for regulated child care services and family resource centres to the Department of Education and Early Childhood Development has integrated the early learning activities with the formal education system.

Since the creation of the Department of Child, Youth and Family Services it has succeeded in continuing to lay a strong foundation to address the systemic issues in child protection services. This included completing the transition of all child, youth and family services' staff and programs from the four Regional Health Authorities and the Department of Health and Community Services, as well as redesigning and implementing a new provincial organizational model, incorporating a new Training Unit for all front line staff, and creating a new Quality Assurance Division to ensure greater accountability. The department also introduced progressive new legislation—the *Children and Youth Care and Protection Act (2011)* and the *Adoption Act, 2013* both of which focus on the best interests of children and youth. The department also implemented new policies, such as the Protection and In Care Policy and Procedures Manual and the Documentation Policy and Guidelines, which streamline how protection and in-care services are delivered across the province.

The Department of Child, Youth and Family Services has also been working diligently to enhance our other lines of business. Implementation of the new Continuum of Care strategy is well underway and is continuing to drive positive change within the child protection system for children and youth in need of out-of-home care. Additionally, work is continuing on the award-winning foster parent recruitment multi-media campaign, *Foster a Future...Foster a Child Today*.

Over the course of the 2014-17 planning cycle, the Department of Child, Youth and Family Services will continue to transform service delivery for children, youth and their families with an ultimate focus on ensuring the overall protection and healthy development of our province's most valuable resource – our children and youth. Adoption policies and procedures are being developed to support the new legislation, and the department will commence a review of the *Children and Youth Care and Protection Act (2011)* to ensure its ongoing effectiveness.

Additionally, the department is devoting resources to continue to develop a new Structured Decision Making model to better support staff in the administration of their duties, to develop initiatives to address service delivery challenges in rural and remote areas, and to continue to improve the training of staff.

The Department of Child, Youth and Family Services is a category one entity and as such, is required under the *Transparency and Accountability Act* to table a strategic plan every three years and to annually report on its performance. This plan was prepared under my direction in accordance with the *Act*, and the strategic direction of government applicable to the department was carefully considered during the preparation of this plan. The direction represents the desired outcomes government is pursuing in order to secure a prosperous and bright future for individuals, families and the communities of Newfoundland and Labrador.

This plan demonstrates government's ongoing commitment to ensure the safety and well-being of our most vulnerable children and youth, as well as to support important social programs and strengthen the communities in which we live. As Minister of Child, Youth and Family Services, I am accountable for the achievement of the goals and annual objectives contained herein.

I look forward to working with my departmental colleagues in implementing this strategic plan, as well as continuing to transform service delivery for children, youth and their families and creating a culture of accountability, excellence and consistency across all programs in the Department of Child, Youth and Family Services.

Sandy Collins
Minister of Child, Youth and Family Services

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Plan at a Glance

Vision

Safety and well-being for all children and youth within supportive families and communities.

Mission

By March 31, 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development.

Goal 1:
By March 31, 2017, the Department of Child, Youth and Family Services will have enhanced programs and services focused on the safety and protection of children and youth.

Goal 2:
By March 31, 2017, the Department of Child, Youth and Family Services will have improved services to families.

> *"We have no greater obligation than to protect children from harm."*
>
> *New Energy, 2011*

Departmental Overview

Announced in Budget 2009, the Department of Child, Youth and Family Services is a provincial department dedicated to the protection of children and youth from maltreatment by their parent(s), and to the promotion of healthy development and well-being of children and youth in Newfoundland and Labrador.

Previously, this mandate was overseen by two divisions within the Department of Health and Community Services and was delivered through the four Regional Health Authorities. The Provincial Government's decision to move these programs under the direct mandate of a single department reflects its overall commitment to the children and youth of this province and ensures targeted attention and consistent application of services in the following areas:

Child Protection and In-care	Provides protective intervention or out-of-home placement services to children and youth who are in need of protection from maltreatment by their parent(s).
Youth Services	Provides supportive, residential, financial, educational and rehabilitative services to youth 16 years of age and older who are (or are at risk of) being maltreated by their parent(s).
Community Youth Corrections	Supervises youth who are subject to supervision or open custody orders from the court or who are referred to an extrajudicial sanction program as an alternative to court.
Adoptions	Identifies permanent homes for children who are available for adoption and approves applications to adopt a child from this province, other Canadian provinces and territories as well as other countries.

Organizational Structure

The Department is directed by the Deputy Minister, an Executive Director and three Assistant Deputy Ministers. The Provincial Office is located in St. John's and is comprised of three branches.

Policies and Programs

The Policies and Programs Branch is led by the Assistant Deputy Minister of Policies and Programs and has responsibility for program and policy development. This branch has three Directors who administer the following program areas: Adoptions, Child Protection and In Care, and Community Youth Corrections.

Service Delivery and Regional Operations

The Service Delivery and Regional Operations Branch is led by the Assistant Deputy Minister of Service Delivery and Regional Operations and has responsibility for front line service delivery of programs at the regional level. This branch ensures that a wide array of responsive services are available to meet the needs of children, youth and their families in four regions (Metro, Central-East, Western and Labrador) across the province. Each region is coordinated by a Regional Director.

Corporate Services

The Corporate Services Branch is led by the Assistant Deputy Minister of Corporate Services and has responsibility for ensuring fiscal, human and information resources are available to provide client services within a quality framework. The five key corporate areas are: Finance and General Operations, Information Management and Protection, Policy and Strategic Planning, Quality Assurance, and Training. Each division is led by a Director.

Executive Director

This position provides executive support in matters relating to requests from the Office of the Child and Youth Advocate (OCYA). It develops collaborative relationships with staff of the OCYA to create a strong interface between the Department of Child, Youth and Family Services and the Advocate's office.

Organizational Chart

Staff and Budget

The department has 747 permanent positions in 56 locations across the province including the Provincial Office in St. John's as well as regional and service delivery offices throughout the four regions - Metro, Central East, Western and Labrador. The gender breakdown of departmental staff is 89 per cent female and 11 per cent male.

Following the transition of responsibility for regulated child care and family resource centres to the Department of Education and Early Childhood Development, the 2014-15 budget for the Department of Child, Youth and Family Services is $155.4M.

Geographic Overview

For efficient service delivery, the department has divided the province into four regions:

Metro Region offices are located in the following communities: Bell Island, Ferryland, Mount Pearl, and St. John's.
There are 321 positions in this region. A total of 246 are regional positions and 75 positions are located in Provincial Office.

Central East Region offices are located in the following communities: Bay Roberts, Bonavista, Botwood, Clarenville, Conception Bay South, Come By Chance, Gambo, Gander, Grand Falls-Windsor, Harbour Breton, Harbour Grace, Holyrood, Lewisporte, Marystown, Musgrave Harbour, Placentia, St. Alban's, Twillingate, and Whitbourne.
There are 186 positions in this region.

Western Region offices are located in the following communities: Baie Verte, Burgeo, Channel – Port aux Basques, Corner Brook, Deer Lake, Norris Point, Piccadilly, Port Saunders, Rocky Harbour, Springdale, St. Anthony, Stephenville, Stephenville Crossing, and Woody Point.
There are 134 positions in this region.

Labrador Region offices are located in the following communities: Cartwright, Forteau, Happy Valley-Goose Bay, Hopedale, Labrador City, Makkovik, Nain, Natuashish, Rigolet and Sheshatshiu.
There are 106 positions in this region.

Mandate and Lines of Business

Mandate

The Department of Child, Youth and Family Services is responsible for protecting children and youth from maltreatment by parents, and supporting their healthy development and well-being through the provision of programs and services.

Legislation

Legislative authority for the department's programs and services is provided by:

- *Children and Youth Care and Protection Act*;
- *Adoption Act, 2013*;
- *Youth Criminal Justice Act*; and,
- *Young Person's Offences Act*.

As of April 1, 2014:

- Approximately 6,685 children and youth in Newfoundland and Labrador were receiving services under the Child Protection and In-care Division.
- Approximately 880 of these children and youth were in the care of a manager of the department.

Lines of Business

The Department of Child, Youth and Family Services is responsible for four lines of business:

1. Child Protection and In-care

All programs and services within Child Protection and In-care are designed to help ensure the safety and well-being of children and youth. When there is concern of maltreatment by a parent, social workers assess the safety and risk to the child(ren). All decisions to intervene with the family are based on the overriding principle of the *Children and Youth Care and Protection Act* which is in the **best interest of the child**. Where a child is determined to be in need of protection, the social worker, together with the family, develops a plan to reduce the identified risk. This could involve providing supervision in the home and ensuring the parent avails of supports and intervention services that they require to adequately care for the child or youth. These services may be provided by departmental staff, other departments or agencies of government, or through service providers within the community.

When the health and safety of a child or youth cannot be maintained or assured in the family home for a period of time, the Department provides the following options:

- entering into Protective Care Agreements with parents in situations where they are unable to care for their child or youth and need time to seek help or resolve issues in the family home that could place the child's or youth's safety, health or well-being at risk. In these situations, parents enter into a written agreement that allows them to transfer care and supervision of a child or youth to a manager of the Department of Child, Youth and Family Services. A Protective Care Agreement does not transfer custody of the child to a manager.

- providing Kinship Services to relatives or significant others who are willing and capable of providing care to a child who is in need of protective intervention and requires an out-of-home placement. The provision of kinship services does not transfer custody of the child to a manager.

- transferring the care and custody of a child or youth to a manager of the Department of Child, Youth and Family Services through an order from the court. Only the court can make a legal determination that a child or youth is in need of protective intervention and place the child or youth in the care and custody of a manager on a temporary or permanent basis. If custody is transferred to a manager of the Department of Child, Youth and Family Services on a permanent basis this is known as Continuous Custody and this option is only pursued where it is in the best interest of the child or youth and all other options have been exhausted.

"The Province Government recognizes the vital role that foster parents play in our province's child protection system. They offer a safe and supportive environment that nurtures the health and development of children and youth in care. That is why we remain committed to supporting our province's foster families, as well as further strengthening our close working relationship with the Newfoundland and Labrador Foster Families Association."

- The Honourable Clyde Jackman Former Minister of Child, Youth and Family Services, May 29, 2014

2. Youth Services

The department assists young people age 16 to 17 years, during their transition to early adulthood. Youth may be supported up to the age of 18 if they are completing a high school program. Youth who were in care at 16 years of age and are enrolled in an educational and/or a rehabilitation program may also receive continued support until the age of 21. All services under this program are provided through a voluntary Youth Services Agreement signed directly with the youth.

Services include:

- Providing supportive services to young people living in their family home to address issues which could affect the safety, health and well-being of the youth in an effort to keep families together.

- Providing residential, financial and rehabilitative services to enable youth to reside outside of the family home when they are at risk of maltreatment in their family home.

"Improving the lives of our vulnerable children remains among our highest priorities."

Speech from the Throne
March 2014

As of April 1, 2016, there were approximately 210 youth receiving services through Voluntary Youth Services Agreements.

3. Community Youth Corrections

The department provides rehabilitative services to youth who come into conflict with the law between their 12th and 18th birthdays.

Services include:

- Supervising young offenders in the community while serving sentences such as probation, community service orders, and the community release portion of custody sentences.
- Supervising young offenders who are given open custody sentences by the court and are placed in approved open custody placements.
- Supporting community Youth Justice Committees throughout the province to operate restorative justice and extra-judicial sanction programs as alternatives to court proceedings.

The department works in partnership with other government departments, community groups and agencies to develop, provide and promote services for children, youth and families.

4. Adoptions

The department provides adoption services to children available for adoption by finding them permanent homes. The department also provides services to birth parents placing a child for adoption and individuals and couples who wish to apply to adopt a child. Adoption is the legal process whereby a person or persons become a child's legal parent or parents. Children become available for adoption through a consent signed by a birth parent or because they are in the continuous custody of a manager of the Department of Child, Youth and Family Services who has approved a plan for adoption. Children available for adoption are matched with approved adoptive applicants.

The program also approves applicants who apply to adopt a child from another country and applicants who have been identified by another Canadian province to adopt a specific child in that province. Step-parent and relative (parent, grandparent, aunt, uncle or sibling of a child by birth or adoption) adoptions are able to be completed without the assistance of the Department of Child, Youth and Family Services, unless it is requested by the court.

"As we continue to build a stronger foundation for the Department of Child, Youth and Family Services, the review and implementation of the Adoption Act, 2013 is one key component of our government's larger plan to transform all child, youth and family services and programs delivered throughout the province."

- The Honourable Paul Davis, Former Minister of Child, Youth and Family Services, December 2013

The People We Serve

The Department of Child, Youth and Family Services has three primary client groups: children, youth and families. The programs and services delivered are aimed at:

Children

- who are maltreated or at risk of maltreatment by their parent(s).
- who may need foster care or residential care services in the absence of a protective parent.
- who require adoptive homes for permanency and stability.
- who are in continuous custody of a manager under the *Children and Youth Care and Protection Act.*
- who require services to mitigate risk in the family home.

Youth

- who are maltreated or at risk of maltreatment by their parent(s).
- who require supportive services to remain in the family home.
- who are in continuous custody of a manager under the *Children and Youth Care and Protection Act.*
- who are involved in community youth corrections.
- who require supportive services including residential support in the absence of a protective parent.

Families

- who require services and support to ensure the safety and well-being of their children and youth.
- who wish to adopt children, locally, nationally or internationally.
- who are birth parents seeking information or reunion with their adopted child (who is now over the age of 19) .
- who provide care to children and youth who require out-of-home placement in the absence of a protective parent.
- who are birth parent(s) planning to place a child for adoption.
- where a person was adopted as a child and is now seeking information about their birth families.

Values

The Department of Child, Youth and Family Services strives to demonstrate a number of organizational values, it has chosen the following six key values as a priority for this planning cycle:

Child and Youth Centered

Each individual makes the safety and well-being of children and youth their highest priority.

Collaborative

Each individual works with families, service providers and community partners in reducing risk to children and youth, supporting their well-being and ensuring performance.

Responsive

Each individual works to match services to the identified safety and risk needs of children and youth.

Commitment

Each individual fulfills his or her roles and commitments in the delivery of quality client services.

Knowledgeable

Each individual makes decisions based on expertise and best practice while recognizing the importance of a healthy family experience and permanent relationships for children and youth.

Respectful

Each individual acts in a manner that demonstrates value for diversity and culture.

Vision and Mission

Vision

Safety and well-being for all children and youth within supportive families and communities.

Mission

Over the 2014-17planning cycle, the Department of Child, Youth and Family Services will continue with the progress made from 2009 to 2014, by facilitating further change and improvements to the system while delivering professional programs and services. At the same time, the department will continue to focus on core programs and services and strive to educate the public and stakeholders about the department's primary mandate to protect children and youth, as well as support healthy development.

This is the first planning cycle wherein all programs and services have been transferred from the Regional Health Authorities, and the department remains focused on addressing historically systemic issues in program and service delivery. The work of transforming programs and services will continue in this planning cycle.

Improvements to the Child Protection and In-care system were significant achievements in the last planning cycle through such accomplishments as the proclamation of a new *Children and Youth Care and Protection Act*, the launch and implementation of the new continuum of care strategy for out-of-home care, and the launch of the *Foster a Future* provincial foster parent recruitment campaign. The Department of Child, Youth and Family Services will continue to work diligently in this area in the current planning cycle to further enhance programs and services in the areas of protective intervention and in-care and youth services.

The Department of Child Youth and Family Services also made significant progress on the provincial adoptions system, including the passage of the *Adoption Act, 2013* in the previous planning cycle. The department is continuing to make improvements in the area of adoptions and is developing new policies and procedures to support the administration of the new legislation.

Strong legislation and associated policies and procedures will help improve consistency and quality in the delivery of programs and services across all regions of the province. Continuing this focus over the next planning cycle will allow the Department of Child, Youth and Family Services to work towards achieving its mission of transforming the program and service delivery system to better protect children and youth while supporting their development. This work supports the Government's Strategic Direction of Strengthened Child, Youth and Family Services, specifically the focus area of enhanced policies and procedures for program areas.

Mission

By March 31, 2017, the Department of Child, Youth and Family Services will have transformed the program and service delivery system to better protect children and youth and support their development.

Measure: Transformed the program and service delivery system.

Indicators:*

- Implemented a new *Children and Youth Care and Protection Act* to replace the *Child, Youth and Family Services Act* and a new *Adoption Act*.
- Defined core business and aligned programs and resources.
- Introduced a new organizational structure and service delivery model.
- Implemented a wide range of strategies to support a stable, skilled workforce.
- Implemented a strategy to inform the public about the Child, Youth and Family Services mandate and its role in protecting children and supporting their development.
- Established a system of continuous quality improvement and outcome measurement to inform program decisions.

*The Restructuring that occurred on September 30, 2014, saw responsibility for regulated child care transfer to the new Department of Education and Early Childhood Development. As such, one of the mission indicators as presented in the Department of Child, Youth and Family Services 2010-14 Strategic Plan is no longer the responsibility of the department.

Strategic Issues, Goals and Objectives

In consideration of the Provincial Government's strategic direction applicable to the department (Appendix I), as well as the mandate and financial resources of the department, the following areas have been identified as key priorities for the Department of Child, Youth and Family Services for the next three years. The goals identified for each issue reflect the results expected in the three-year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goals and the first year's objectives to assist the department and the public in monitoring and evaluating success. As the department progresses through this planning cycle, it will monitor and consider the impacts on children, youth and their families, as well as key stakeholder groups.

The goals and objectives in this plan will address two strategic issues:

- Safety and Protection of Children and Youth
- Improved Family Services

"Social workers are at the very core of the mandate of the Department of Child, Youth and Family Services, which is to ensure the safety and well-being of children and youth. They are not only the frontline of the services and programs we provide, but also the leaders we rely on to help create and implement legislation and guide policy decision-making."

"There have been many significant accomplishments since the Department of Child, Youth and Family Services was created just five years ago and our social workers have played a fundamental role in how far we have come in such a short period of time. We are very fortunate to have social workers not only as part of the department, but as part of the public service as a whole."

- The Honourable Paul Davis, Former Minister of Child, Youth and Family Services, March 20, 2014

Strategic Issue 1 | Safety and Protection of Children and Youth

Through the creation of the Department of Child, Youth and Family Services, government committed to focusing on the safety and protection of children and youth. Ensuring programs and services are aligned with best practices and current research and meeting the needs of clients will help to achieve this commitment.

The transformation of service delivery for children and youth remains a key priority for the Provincial Government. To continue to support government's commitment, it will be necessary to focus on strengthening programs and services in a number of key areas during the next three years. Specifically, during the 2014-17 planning cycle, the department will focus on improving programs and services offered through Protection and In-care and Community Youth Corrections program areas. Significant progress has been made in these areas to date and future work will focus on reviewing and revising programs and services as well as developing new policies, procedures and processes for these program areas. Additionally, while progress has been made, the department will also continue to implement and assess innovative approaches to address the unique challenges associated with service delivery in the Labrador region.

The transformation of program development and service delivery began in the last planning cycle and will continue into the 2014-17 planning cycle. In the department's 2010-14 Strategic Plan it was acknowledged that this work would span at least two planning cycles. Progress will continue to be monitored to ensure results are achieved. This work will support the Government's Strategic Direction of Strengthened Child, Youth and Family Services, specifically the focus areas of enhanced policies and procedures for program areas and further implementation and review of the continuum of care strategy.

"Our government recognizes the importance of continuing to work side by side with Innu leaders to create positive change in Natuashish and Sheshatshiu. We will continue to focus on enhancing the lines of communication with the Innu leadership and membership, as well as working closely with Innu families where needed to help strengthen family units."

- The Honourable Paul Davis, Former Minister of Child, Youth and Family Services, February 11, 2014

Strategic Issue 1: Safety and Protection of Children and Youth	
Goal 1: **By March 31, 2017, the Department of Child, Youth and Family Services will have enhanced programs and services focused on the safety and protection of children and youth.** Measure: Enhanced programs and services. Indicators: • Developed and implemented new policies and procedures for select program areas. • Reviewed, revised and developed new programs and services for select program areas. • Trained staff/key stakeholders on new policies and procedures. • Commenced a legislative review of the *Children and Youth Care and Protection Act* (2011), including research and consultation with key stakeholders. • Reviewed existing and developed new initiatives to address the unique challenges associated with service delivery in the Labrador Region.	
Objective 1	By March 31, 2015, the Department of Child, Youth and Family Services will have advanced initiatives to improve programs and services within the Protection and In-care, and Community Youth Corrections program areas.
	Measure: Advanced initiatives. Indicators: • Initiated development of new policies and procedures. • Implemented training for Specialized Foster Parents. • Implemented new Community Youth Corrections training for staff. • Commenced development of a new Structured Decision Making Model for Protection/ In-care. • Initiated reviews of select programs and services. • Implemented a one-year mentoring initiative for social workers in Labrador.
Objective 2	By March 31, 2016, the Department of Child, Youth and Family Services will have continued to review and revise policies, programs and services in the areas of Protection and In-care, and Community Youth Corrections to ensure they are responsive to client needs.
Objective 3	By March 31, 2017, the Department of Child, Youth and Family Services will have continued to implement and monitor program changes to improve services.

Strategic Issue 2 | Improved Family Services

The Government of Newfoundland and Labrador recognizes that the safety and protection of children and youth is of paramount importance and cannot be fully accomplished without strong and supportive families. Improving services to families to promote their healthy development is a key priority for the 2014-17 planning cycle.

To improve family services over the planning cycle, the department will continue implementing program changes to ensure that programs and services are meeting the needs of children and families in Newfoundland and Labrador. The new *Adoption Act, 2013* passed in the previous planning cycle significantly modernized the provincial adoptions system by expanding the definition of relative, and enhancing post adoption services by improving search and reunion services. The current planning cycle will see the department devote significant resources to developing and implementing new policies and procedures to support the new legislation to further improve the adoptions system in the province.

The Department of Child, Youth and Family Services provides a range of services to families in the province including counselling and supervised access services. To ensure that existing services remain responsive to client needs, the department will also review and revise select existing family services.

Improving programs and services to families helps facilitate strong and supportive families and supports Government's Strategic Direction of Strengthened Child, Youth and Family Services, specifically the focus area of enhanced policies and procedures for program areas.

Strategic Issue 2: Improved Family Services	
Goal 2: **By March 31, 2017, the Department of Child, Youth and Family Services will have improved services to families.** Measure: Improved services to families. Indicators: • Developed and implemented new policies and procedures for Adoptions. • Developed and implemented new policies and procedures for the Family Visitation Program. • Reviewed and revised select family service programs. • Trained staff/ key stakeholders on new policies and procedures.	
Objective 1	By March 31, 2015, the Department of Child, Youth and Family Services will have advanced initiatives to improve programs and services for families.
	Measure: Advanced initiatives. Indicators: • Initiated a review of select programs and services for families. • Developed new policies and procedures for Adoptions. • Commenced development of new policies and procedures for the Family Visitation Program. • Implemented a child specific recruitment approach for children and youth profiled for adoption.
Objective 2	By March 31, 2016, the Department of Child, Youth and Family Services will have continued to develop and implement system changes to improve programs and services for families.
Objective 3	By March 31, 2017, the Department of Child, Youth and Family Services will have continued to implement system changes and monitor policies, programs and services for families.

Appendix I

Strategic Direction

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through Throne and Budget speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments. The direction related to the Department of Child, Youth and Family Services is provided in the following page. The strategic direction is comprised of a number of components, or focus areas. These focus areas will be addressed through the various planning processes of the department. As indicated in the following table, some have been addressed in this strategic plan while others are addressed in the operational or work planning processes of the department.

1. Strengthened Child, Youth and Family Services

Outcome: Improved programs and services for Child, Youth and Family Services that ensure the safety, health and well-being of children and youth.

Components of Strategic Direction	This Direction is Addressed:		
	in the department's strategic plan	in the department's operational plan	in the branch/ divisional work plans of the department
Enhanced policies and procedures for program areas	√		
Further implementation and review of continuum of care strategy	√		
Focus on permanency planning for children in care and children available for adoption		√	
Enhanced youth services		√	
Increased accountability for service delivery			√
Infrastructure and Information Technology		√	
Collaborative relationships with Aboriginal partners and stakeholders		√	

Further information about the services offered by the
Department of Child, Youth and Family Services
may be obtained from the department's website at: www.gov.nl.ca/cyfs

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